Service Canada

SERVICE CANADA ANNUAL REPORT 2005-2006

MESSAGE FROM THE MINISTER OF HUMAN RESOURCES AND SOCIAL DEVELOPMENT CANADA

It gives me great pleasure to present to Canadians the first Service Canada Annual Report. Service Canada began in 2005 with a mandate to make it easier for all Canadians to access the services and benefits they need when and where they need them.

Canadians are looking to Canada's New Government to provide responsible and effective leadership. They want their tax dollars used responsibly. They want governments to provide them with programs that meet their needs, and are delivered efficiently and effectively.

Service Canada represents an important way we are delivering on these commitments. In our first year of operations, Service Canada realized savings for taxpayers of $292 million by giving them a single place to go to access more than 50 programs and services. In providing Canadians with services ranging from receiving passport applications to delivering Social Insurance Numbers or pleasure craft licences, we helped millions of people find their way through government bureaucracy and leave with what they need.

As of March 2006, Service Canada had 416 points of service across Canada – a remarkable achievement in itself. I'm proud of our progress to date in extending services into rural and remote communities through outreach and mobile services. Canadians can also contact us by telephone, over the Internet, or by mail. They are now just a call, click or visit away from us through our cross-Canada service delivery network.

We also made significant progress in working with our partners to expand our delivery network. Service Canada worked hand-in-hand with provincial, territorial and local governments as well as other departments to create single community service sites.

In step with one of our Government's main commitments to Canadians, Service Canada is on the leading edge of improving transparency in government. This report is part of that commitment, along with the Service Canada Service Charter, Service Standards, Performance Scorecard and the Office for Client Satisfaction, described in more detail later on in the report. Together, they set clear service goals, demonstrate results and present new ways for citizens to give us feedback.

Service Canada is off to a strong, successful start. We are committed to demonstrating to Canadians how Service Canada can do even more for them and their communities.

Monte Solberg, P.C., M.P.
Minister of Human Resources and Social Development Canada

SERVICE CANADA ANNUAL REPORT
2005-2006

Through the Service Canada network, Canadians can get the help they need when they want, where they want, and how they want:

- **CALL** 1 800 O-Canada (1 800 622-6232)
- **CLICK** on servicecanada.gc.ca
- **VISIT** a Service Canada Centre

This report can be made available in alternate formats such as large print, Braille, audio cassette, or computer diskette.

Call 1 800 O-Canada (1 800 622-6232; teletypewriter: 1 800 926-9105) to request your copy.

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TABLE OF CONTENTS

Executive Summary		2
Service Canada at a Glance		5
Introduction:	**Service Canada – Improving the Delivery of Government Programs and Services**	6
Chapter 1:	**Service Delivery that Puts Citizens First**	9
Chapter 2:	**Delivering the Right Programs and Services to the Canadians Who Need Them**	17
Chapter 3:	**Serving Canadians through Partnerships**	20
Chapter 4:	**Delivering Results and Reporting to Canadians**	24
Chapter 5:	**Service Excellence for Canadians – People Serving People**	30
Conclusion:	**Looking Ahead**	32
Appendices:		
Appendix 1 – Service Canada 2005-2006 Expenditure Profile		33
Appendix 2 – Service Offerings		34
Appendix 3 – Service Canada Service Charter		36
Appendix 4 – Service Canada Performance Scorecard		37
Appendix 5 – Tell Us What You Think		39

EXECUTIVE SUMMARY

Service Canada is pleased to present its first annual report for the year ending March 31, 2006.

In **Chapter One** we report on our efforts to design the ideal one-stop service experience for each of our main channels of service delivery, and to start making tangible improvements to better serve Canadians.

In our first year, we established a network of Service Canada Centres where Canadians can get information on a range of government programs and services; introduced new outreach and mobile services to reach rural and remote areas of Canada; partnered with other departments and levels of government to offer new services; redesigned our Web site to be a better on-line government service provider; introduced a number of new on-line services; integrated our various call centres into a single network; started developing service strategies for various groups of Canadians such as people with disabilities and seniors; and worked on establishing better processes and making better use of technologies to establish a platform for one-stop service delivery.

In **Chapter Two** we report on our efforts to enhance the integrity of our programs and achieve significant savings for Canadian taxpayers.

In our first year, our strategy was to increase the accuracy rate of benefit payments and reduce error and fraud through more effective risk management and more automated processes. These efforts resulted in savings in operating costs and program payments in the order of $292 million, exceeding our year-one target of $265 million.

We started work on establishing a "one-client view" of service delivery so that Canadians would not have to provide us with personal information over and over every time they deal with us. The approach – which is similar to that used by banks and other large institutions that deal with long-term clients – will include the high standards of protecting privacy and personal information Canadians expect. Other noteworthy achievements include agreements with three provinces – New Brunswick, Ontario and British Columbia – that allow the sharing of vital events information concerning births and deaths.

In **Chapter Three** we report on our efforts to build partnerships with more federal departments, provinces and territories, and other organizations to give Canadians true one-stop access to programs, services and information.

In our first year, our strategy was to expand our service offerings beyond the traditional services and benefits we are known for – for example, Employment Insurance, Canada Pension Plan and Old Age Security. We did it in a way that built on our strengths, which include being the largest government service delivery network in the country, having extensive expertise in the processing of application and benefits, and providing a well-trained service workforce.

We successfully took on a number of new services, including receiving passport applications in 35 of our centres on behalf of Passport Canada, delivering pleasure craft licences on behalf of Transport Canada, and providing information on new government initiatives such as the Universal Child Care Benefit program.

We also tested new partnerships on a small scale to determine interest in certain services, for example by installing direct phone lines to the Canada Revenue Agency for clients in ten of our Service Canada Centres.

We are also developing practical experience in multi-government, one-stop service centres. For example, we set up a service centre in collaboration with the City of Ottawa and the Government of Ontario that offers services from all three jurisdictions in one place.

In **Chapter Four** we report on our efforts to be publicly accountable to Canadians and report on our results.

In our first year, our strategy was to introduce four concrete elements of our commitment to providing excellent service to Canadians. Early in the first year, we introduced a Service Charter and set up the Office for Client Satisfaction to receive feedback from clients. We also introduced Service Standards to define the level of service Canadians can expect – for example, standard hours of operation for our call centres and offices, and standard wait times for Employment Insurance payments so Canadians know when they can expect their first cheque. Finally, with this annual report, we are issuing our first Performance Scorecard, which provides a public record of the progress we have made in measuring up to these standards.

In **Chapter Five** we report on our efforts to provide Canadians with knowledgeable, trained and helpful staff, and to create a culture of service excellence within our organization.

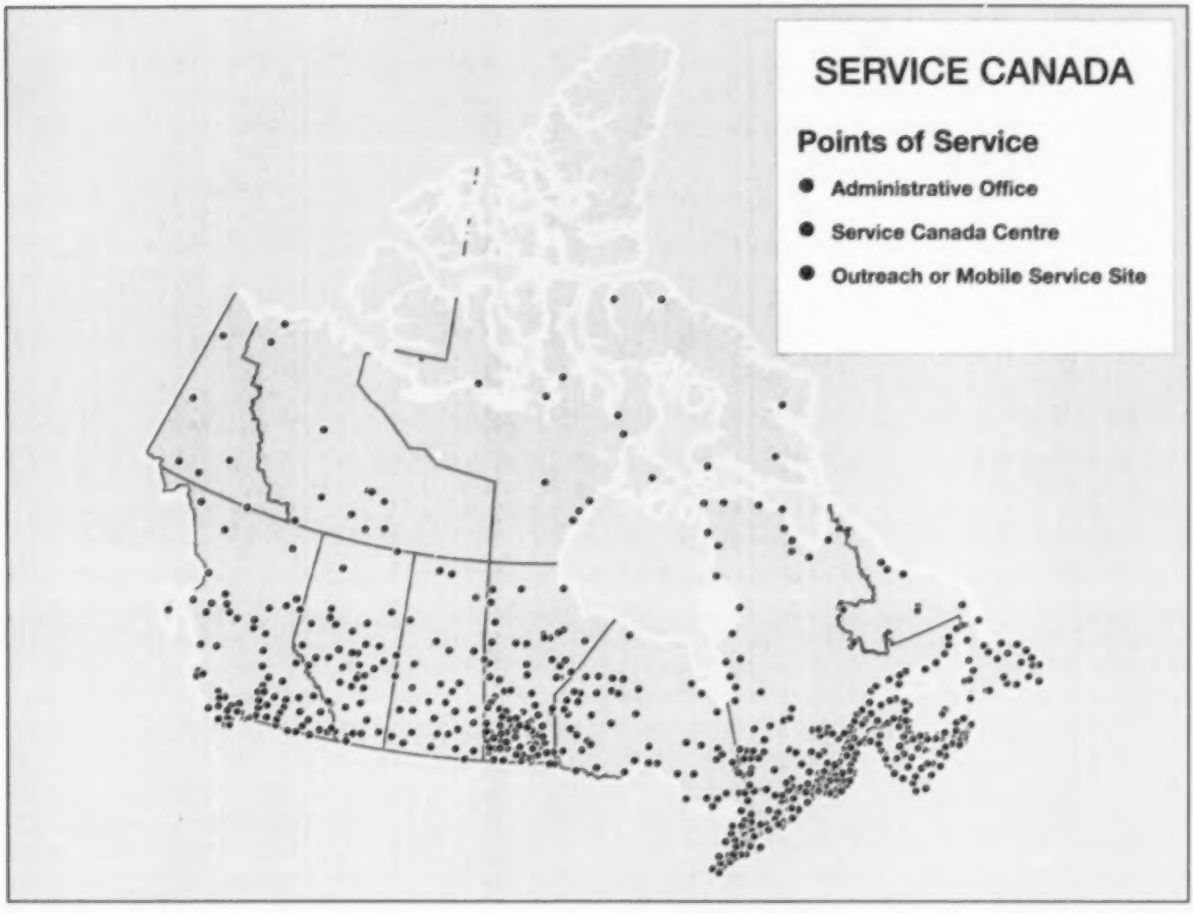
We strongly believe that good service starts with our service delivery representatives, whether they are helping Canadians in one of our Service Canada Centres, processing the payment of benefits, or providing telephone or Internet services.

In our first year, we worked at developing the "service delivery profession" in our organization. This included setting up a comprehensive Service Delivery Career Development Program; instituting a Service Canada "college" and service delivery training curriculum and certification program in collaboration with the Canada School of Public Service; and setting up a rewards and recognition program to recognize service innovation and excellence and staff who "go the extra mile" in serving Canadians.

Finally, the **conclusion** looks ahead as we build the Government of Canada's one-stop service delivery network.

In keeping with our commitment to serve you better, you will find a form at the end of this document (Appendix 5) asking for your comments on our annual report and how we can improve it. We look forward to hearing from you.

SERVICE CANADA: A NATIONAL SERVICE DELIVERY NETWORK



By March 2006, we were providing 93% of Canadians with access to our services within 50 kilometres of where they live.

SERVICE CANADA AT A GLANCE

Service Canada is the Government of Canada's one-stop service delivery network. In partnership with other departments, agencies and levels of government, it provides Canadians with easy access to a growing range of government programs and services.

Service Canada is just a call, click or visit away. Our service delivery network consists of in-person offices, a national telephone information service at 1 800 O-Canada, and on-line services at servicecanada.gc.ca. We also have mobile and outreach services that give Canadians living in remote, rural or northern communities that were previously under-served access to government services and information. By March 2006 we had 320 Service Canada Centres and 96 outreach and mobile sites.

Service Canada's annual activities include:

- Paying about $70 billion in government benefits to roughly 8 million Canadians ($190 million per day) – equal to 5% of Canada's Gross Domestic Product and 30% of Government of Canada expenditures;
- Making 124 million individual payments to Canadians for Employment Insurance, Canada Pension Plan, Old Age Security and other benefits;
- Processing more than 5 million applications for government benefits;
- Receiving 1.5 million requests for Social Insurance Numbers;
- Posting 800,000 job ads from employers;
- Receiving more than 56 million calls about the Government of Canada, its programs and services;
- Providing electronic services to more than 2.5 million Canadians per week;
- Conducting 500,000 interviews with Canadians about the services and programs they need;
- Bringing direct service to more than 250,000 Canadians in rural and remote communities through outreach and mobile services;
- Mailing more than 20 million letters;
- Working with more than 55,000 community organizations.

Introduction

SERVICE CANADA – IMPROVING THE DELIVERY OF GOVERNMENT PROGRAMS AND SERVICES

Canadians Want Better Service from their Governments

Based on their personal experience with private sector customer service improvements, Canadians expect their governments to make similar efforts to improve services for citizens.

Research has shown that Canadians prefer a 'one-stop' service experience. Many are frustrated by having to deal with a system built around individual programs and services, each belonging to its own department. Many criticize the delays involved in getting services, whether they go to an office or call on the telephone. People also say that finding information, let alone on-line services, on the government Web site can be too complicated.

Simply put, Canadians want government services that meet their needs, are easy to access, and information that is easy to find. They want to be able to get services in different ways, in person at a service centre, on-line, or by telephone – in short, one-stop service that is a call, click, or visit away.

Building on Existing Improvements

The Government of Canada has been listening to Canadians. Beginning in 1999, a number of service delivery improvements have been introduced, recognizing that Canadians want:

- responsive, client-centred services that are as easy to use as the best services in the private sector;
- choice in how they get those services, whether from knowledgeable staff at offices in their community, through automated on-line self-service, or over the telephone anytime, anywhere; and
- efficient use of tax dollars resulting in reduced costs for taxpayers and savings for reinvestment in better services.

Canada has earned an international reputation for providing citizens with quality public services. As the recent *Citizens First 4* study reports, Canadians say government service quality is continuing to improve for the 4th time in a row.[1]

This is certainly good news, but feedback from Canadians indicates that there is still room for improvement.

Listening to Canadians by Launching Service Canada

Service Canada is a way to ensure Canadians get what they want and need – transformed government service delivery built around citizens' needs, and more effective, responsive programs and services.

Service Canada is the result of careful research, analysis and planning. We have listened to what Canadians like and don't like about government services, and explored how the best public and private sector client service organizations around the world earn the support of their clients. This allowed us to identify the service issues that matter most to Canadians, and develop service strategies that will deliver the results they expect. Most importantly, we put citizens first in all that we do.

Service Canada delivers programs and services on behalf of a number of federal departments and other partners. In its initial stages, it brought the following service delivery operations together:

[1] *Citizens First 4*, Institute for Citizen-Centred Service, November 2005

96%

of Canadians support the concept of setting up a one-stop shop for service delivery.[2]

- a network of offices operated by Human Resources and Social Development Canada (HRSDC) that provide in-person, outreach, and mail services to their communities;
- benefits processing operations for Employment Insurance (EI), Canada Pension Plan (CPP) and Old Age Security (OAS);
- telephone services such as 1 800 O-Canada operated by Public Works and Government Services Canada (PWGSC), and call centres for programs such as EI, CPP and OAS;
- the **canada.gc.ca** Web site managed by PWGSC;
- three centres for official-language minority communities in Manitoba, established through a partnership between the City of Winnipeg, the Government of Manitoba, and the Government of Canada.

When Service Canada was launched on September 14, 2005, we initiated a three-year plan to transform services for Canadians in obvious, measurable ways and make service delivery more efficient. This report shows what was achieved in Service Canada's first year of operation.

[2]Ekos Research, Rethinking Government, May 2002

Montreal's Café Jeunesse provides services for youth in the heart of the community.

VISION STATEMENT

Canadians are at the Heart of the Service Canada Vision

Effective, citizen-centred organizations know what they want to achieve and have clear goals. In building Service Canada, we listened to Canadians to determine what it would take, not just to improve service delivery, but to transform it.

Our Vision Statement is based on what Canadians have told governments they want from a service organization. It is what we are accountable for.

Our Vision

To achieve better outcomes for Canadians through service excellence.

Our Mission

To provide secure, knowledgeable, one-stop, personalized service to Canadians.

Our Mandate

To improve services for Canadians by working with partners to provide access to the full range of government services and benefits that Canadians want and need in person, by telephone, Internet or mail.

SERVICE CANADA – STRATEGIC OBJECTIVES

1.
Deliver seamless citizen-centred service...
...by providing integrated, one-stop service based on citizen needs and helping to deliver better policy outcomes.
2.
Enhance the integrity of programs...
...by building trust and confidence in our programs and by achieving significant savings in program payments.
Service Transformation Goals
3.
Work as a collaborative, networked government...
...by buliding whole-of-government approaches to service that enable information sharing and integrated service delivery for the benefit of Canadians.
4.
Demonstrate accountable and responsive government...
...by delivering results for Canadians and government, savings for taxpayers and transparency in reporting.

5. **Build a culture of service excellence...**
...by supporting our people, encouraging innovation, and building the leadership and capacity to provide citizen-centred service.

Chapter 1

SERVICE DELIVERY THAT PUTS CITIZENS FIRST

Objective: Provide integrated, one-stop service based on citizens' needs and help deliver better policy outcomes.

In our first year of operation, our main challenge was to design the one-stop service experience for all our main channels of service delivery – in-person, telephone, and Internet – and to develop service strategies that meet the needs of Canadians.

The Results So Far

Service Canada began by improving the way Canadians get government services, whether it is in person, by telephone, Internet, or mail.

We provide services to all ages, and reach out to our most northern communities through our Outreach program.

More than 400,000 Canadians called Service Canada about new federal initiatives such as the Energy Cost Benefit, Universal Child Care Benefit, the federal election, the Speech from the Throne and a new "Services for Seniors" guide.

400,000

VISIT! – Expanded In-Person Services

In our first year, an estimated 6.7 million Canadians visited our Service Canada Centres for programs and benefits such as Employment Insurance, Canada Pension Plan, Old Age Security and employment programs. On top of that, more than 900,000 Canadians came to us for other programs, 630,000 of them dealing directly with Service Canada staff, and 282,000 choosing self-service.

Our new outreach and mobile services bring Service Canada staff into communities on a regular basis or to respond to a particular need, for example, if a local plant closes, or there is a natural disaster.

We also created more points of service and saved money by sharing space with community partners, for example, in post offices and the offices of other government departments.

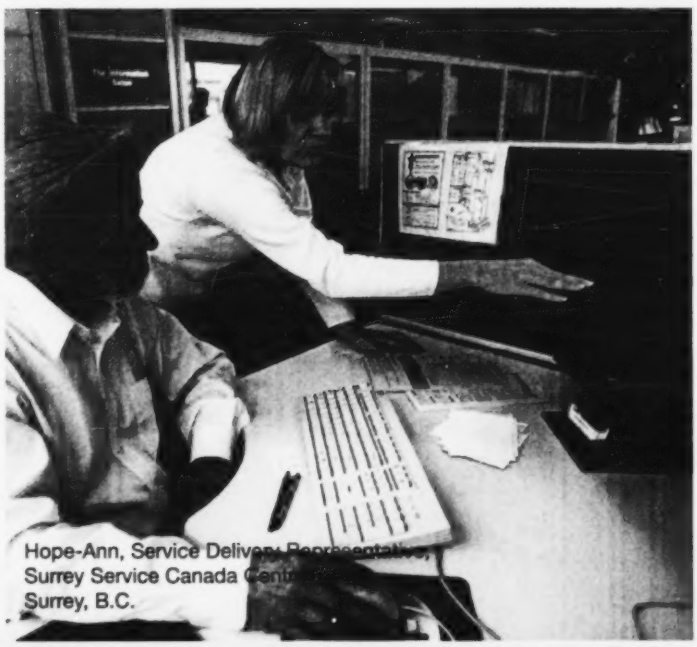
By March, 2006, we had opened 96 new outreach sites. By September 2006, we had created a further 71 points of service, well on our way to our three year target of doubling our presence.

We are establishing a consistent look for all our points of service, and creating welcoming, service-oriented environments.

We have set consistent core office hours so Canadians across the country know they can come in for service any time between 8:30 a.m. and 4:00 p.m., Monday to Friday. In several locations we are also experimenting with extended office hours.

We initiated services for speakers of Cantonese, Punjabi and Mandarin at sites in the Vancouver area, and are initiating services for speakers of Inuktitut, Ojibway and Cree in Nunavut and other areas.

(To find a list of our current points of service, please visit our Web site at: http://www1.servicecanada.gc.ca/en/gateways/where_you_live/menu.shtml.)



Hope-Ann, Service Delivery Representative, Surrey Service Canada Centre, Surrey, B.C.

CALL! – Improved Telephone Services

Canadians make 56 million calls to Service Canada each year. They have told us there is room for improvement. They are unhappy with busy signals and the length of time it takes to reach someone. They want interactive voice response systems that are easier to use.

They use our telephone services for more than just finding information. Increasingly, they use the phone to carry out transactions and provide governments with personal information.

We began by integrating the services of our 1 800 O-Canada line and the 23 call centres that provide specific information on Employment Insurance, Canada Pension Plan, Old Age Security and other related programs. We now only have a dozen 1-800 numbers, down from more than 135!

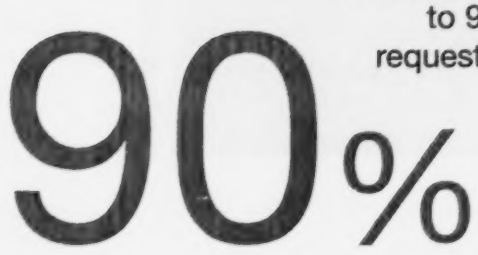
These are the first steps in our larger plan to build an integrated call centre network for Service Canada. This will allow Canadians to:

- contact us through a single telephone number;
- speak to the first available agent more quickly without getting a busy signal or being cut off;
- connect with interactive voice response services that are easy to use, lead to the right information quickly, and allow them to speak to a call centre agent if they want direct help;
- not have to repeat information they have already provided through another service delivery channel.

Service Canada Fact

- Thanks to our new Tax Information Slips On-line service, Canadians who received Employment Insurance benefits in 2005 could download and print the T4U form they need for their income tax returns from the Internet.
- 93% of new applicants for Employment Insurance now file their applications through our on-line process Appli-Web.
- We have launched a new on-line service that provides Canadians with a record of their earnings and contributions to the Canada Pension Plan, and allows them to get an estimate of their CPP benefits.
  See: http://www1.servicecanada.gc.ca/ en/isp/common/proceed/socinfo.shtml

The new Service Canada Web site will give Canadians one-click access to 90% of the most commonly requested programs and services.



CLICK! – Enhanced On-line Services

Canadians are not only among the biggest computer users in the world, but also among the biggest users of the Internet for government services. For example, Canadians increasingly use the Internet to carry out their transactions for Employment Insurance (EI), Canada Pension Plan (CPP) and other benefit programs.

From April 2005 to March 2006, our new Web site, servicecanada.gc.ca, received 5.5 million visits, or more than 15,000 visits a day on average.

In our first year of operation, we re-designed the Service Canada Web site based on what Canadians want, and added new services, such as more on-line applications, to complement well-established on-line services.

We assessed how the Web site's design and content affects our other service delivery channels. For example, we found that Canadians make 50,000 calls annually to the 1 800 O-Canada toll-free line because they cannot find information about their EI claims on-line. Eight out of ten Canadians reported that finding on-line information about other programs and services was not easy either.

We were determined to create the kind of Web site Canadians have told us they want, one that:

- leads to a successful outcome ("I got what I needed");
- offers a one-stop source for information and service ("I got everything I was looking for");
- makes content easy to find ("I didn't have to click everywhere");
- is easy to navigate ("I always knew where I was");
- has visual appeal ("I like the way the site looks and how its content is presented").

Our Web site design will reflect these factors, and will make it easier for people to find information from all Government of Canada Web sites through frequently-asked-questions, quick access to most common programs, better tailoring to specific groups like Aboriginal people, seniors, and persons with disablities, and a comment and feedback section.

Other Improvements:

More Consistent Mail Services

Across Canada, staff in Service Canada Centres receive and process information from Canadians such as applications for Canada Pension Plan, Old Age Security and Employment Insurance benefits, information about people's benefits, and appeals of decisions. They process $190 million worth of payments every day, and send 20 million letters about our programs and services to Canadians in a typical year.

To make these operations more effective, we have introduced more standardized and consistent ways of processing benefit applications and other transactions in all our locations across Canada.

Zinnie, Service Delivery Representative, Multilingual Services, Vancouver, BC

Outreach Success Stories

- Through a new program called Multi-Language Extension Services, our staff are visiting select locations in Surrey, Richmond, and Vancouver, British Columbia to provide information about benefits and services in Punjabi, Cantonese or Mandarin.
- Service Canada staff in Fort Simpson, Northwest Territories, personally contacted more than 100 seniors in the area to make sure they were getting the benefits they are entitled to.
- Francophones in Mainland, Newfoundland now have access to federal government services in both official languages, thanks to a new bilingual Service Canada outreach office.

Designing Service Strategies that Meet Canadians' Needs

Our commitment to developing a more citizen-centred approach involved asking Canadians who are part of identifiable communities, such as Aboriginal people, seniors and people with disabilities, how we could serve them better. We asked what circumstances lead them to use Service Canada, and how we can do a better job of meeting their needs.

We are using this information to develop service strategies for specific groups:

- families;
- youth;
- workers, the unemployed, and employers;
- seniors;
- official language minority communities;
- newcomers to Canada;
- Aboriginal people, with particular emphasis on urban Aboriginal people;
- people with disabilities.

In each case, we consider:

- common characteristics of people in these different groups;
- what they often want and need from governments;
- what Government of Canada policies are trying to achieve for them;
- what programs and services they use now;
- how to enhance or create new services that achieve better results;
- creating partnerships with governments and non-governmental organizations that would help these strategies succeed.

Canadians are already seeing the impact of this approach. For example, specialized Service Canada Centres have recently been established in Winnipeg and Regina to deliver services tailored to the needs of Aboriginal people. Canadians with disabilities will soon be able to get ten of the forms they use most often in more accessible formats on-line.

We are continuing to research how our programs and services can meet the needs of specific groups better.

Service Canada Fact

We are testing improved service for people with disabilities by providing computer terminals that are better equipped to meet their needs in Halifax and Windsor.

Service Canada Fact

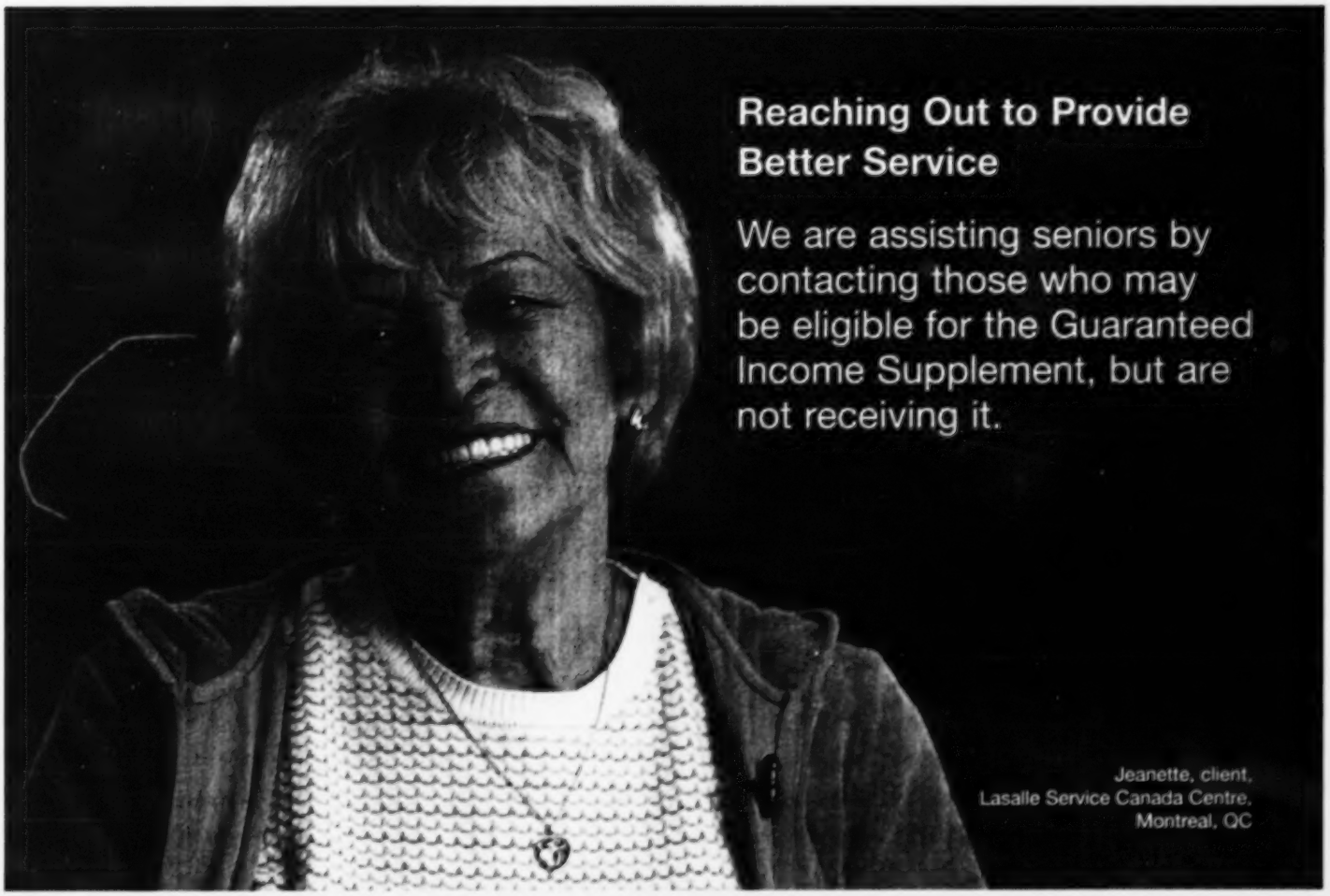
Service Canada staff received training from Veterans Affairs Canada on their programs and services to help ensure veterans and their families have easy access to the benefits and programs they need.

Transforming Service to Canadians through Technology

It is important that we have the right technologies in place to deliver services well and establish better processes. This also means managing information better.

We are developing an integrated telecommunications network that allows a Service Canada call centre agent in one part of the country to work with a Service Canada Centre staff member in another part of the country on the same client problem. Wireless Internet access will allow the 250,000 Canadians who use our outreach and mobile services to get information on their benefits.

By using new technologies to develop common and easier ways of organizing, communicating and updating information on our programs and services, we will ensure that all our employees across different service delivery channels are providing Canadians with the same information.


Reaching Out to Provide Better Service
We are assisting seniors by contacting those who may be eligible for the Guaranteed Income Supplement, but are not receiving it.
Jeanette, client,
Lasalle Service Canada Centre,
Montreal, QC

Anne, Service Delivery Representative, Wellington, PEI

Meeting the Needs of Official Language Minority Communities

We have 14 centres specifically geared to addressing the needs of minority francophone communities in the following locations:

- St. Boniface, St. Pierre-Jolys and Notre-Dame-de-Lourdes, MB, (based on sites previously supported by the Department of Canadian Heritage);
- Clare, NS;
- Rogersville and Baie-Sainte-Anne, NB;
- Port-au-Port, NL; and
- Wellington, PEI.

We will be setting up more centres in 2006-2007.

Chapter 2

DELIVERING THE RIGHT SERVICES AND BENEFITS TO THE CANADIANS WHO NEED THEM

Objective: Enhance the integrity of our social programs and achieve significant savings in program payments.

Service Canada issues about $70 billion in benefits to Canadians each year. Canadians expect us to ensure these benefits go to the right people in the right amounts for the right purposes. We are accountable for the integrity of these programs, which includes providing sound stewardship of public funds.

Since we are responsible for delivering such large-scale programs and services, we need sound methodologies and dependable data to monitor and measure our achievements, create citizen-centred service, improve public trust in government, and save money for taxpayers.

Our three-year implementation plan has identified initiatives to strengthen accountability and transparency. These build on existing methods of ensuring accuracy and the experience of employees who deal with such problems as over-payments and mis-directed benefits.

We are taking steps to make Social Insurance Numbers more secure, and improving the Social Insurance Register to make sure the information it contains is as accurate as possible.

We are also expanding our risk analysis capacity and putting a quality framework in place to measure compliance and accuracy improvements in benefit delivery.

The strategy involves maximizing savings by providing more efficient service, while increasing measures to control inaccuracies or wrong payments.

The Results So Far

Managing Risks to Cut Costs

To reduce mistakes in calculating or issuing benefits, we are continuously improving our approaches to risk management. Our goal, first announced in Budget 2005, is to translate these improvements into significant savings for taxpayers over five years.

To achieve this goal, we are focusing more efforts on ensuring that people who should be paying Employment Insurance premiums are doing so, and confirming the eligibility of people who apply for benefits.

Strengthening the Social Insurance Number System

Strengthening the Social Insurance Number system is key to reducing errors and making sure the right benefits go to the right people.

To achieve this we have taken measures to increase the security of Social Insurance Numbers, and make sure the information contained in the Social Insurance Register is always accurate.

Service Canada Fact

Our strategies for improved results include:

- more effective risk management
- higher quality work
- more reliable information

Sharing Information in Ontario

When somebody dies, grieving loved ones often have to deal with a number of government agencies while trying to cope with their loss.

Under a new agreement that will reduce this burden, the Ontario government will notify us about all deaths recorded in the province. This will allow us to stop payments to the deceased and start benefits such as Canada Pension Plan survivor benefits for an eligible spouse or partner automatically.

The Social Insurance Register is a database of basic information on people with Social Insurance Numbers and we have already done a great deal to improve the quality of the information it contains. For example, we have improved the process of identifying people who have died so their files can be updated quickly and benefit payments stopped accordingly.

Creating a stronger Social Insurance Number system also allows us to relax other controls that produce fewer results. For example, Canadians used to have to give us evidence of their date of birth when they applied for Canada Pension Plan and Old Age Security benefits. Now, this data is available in the Social Insurance Register, which means better service and improved integrity.

To make the Social Insurance Register even more accurate, we are developing more agreements with other governments, departments and agencies to automatically share information on people's births, deaths and other life changes.

With the Government of Ontario, we now offer an innovative, one-stop, on-line process where parents of newborns can register the birth of their child, and get a provincial birth certificate and Social Insurance Number in one application. In time, we would like to create a single automatic application process for all services relating to newborns, for example, by adding automatic registration for the Canadian Education Savings Grant and other child benefits.

Cornerbrook, NL

Giving More Personalized Service

Canadians are now asked to provide the same information many times to the same government organization, often in relation to the same service or situation.

To reduce this run-around, we have begun work to establish a 'one-client view' for service delivery that will allow us to better integrate the information Canadians give us and provide citizens with one-stop service. While applying the highest standards for protecting individuals' privacy and personal information, we will create better links between governments so that Canadians only have to provide us with information once.

This 'one-client view' will be supported by initiatives to automate more of our processes and streamline the collection of information on births, deaths, marriages and immigration from our many government partners.

Delivering Savings to Canadians

With our new strategies, we delivered millions in savings to taxpayers.

$292 million

Offering More Automated Services

Technological improvements are allowing us to automate more of our processes. This helps reduce our operating costs, as well as the potential for payment errors and fraud relating to our programs and benefits. Some of the first steps include:

- Making it easier for Canadians to apply on-line for Canada Pension Plan, Employment Insurance, Old Age Security and Guaranteed Income Supplement benefits;
- Automating the processing of Employment Insurance and Canada Pension Plan claims;
- Improving processes and tools to help Service Canada employees reduce the potential for errors such as overpayments and underpayments.

Privacy Matters to Service Canada

To meet the expectations of Canadians, we are working with the Office of the Privacy Commissioner to ensure we continue to use the best possible methods to protect personal information.

Bal, Service Delivery Representative, Multilingual Services, Vancouver, BC

One-Stop Social Insurance Number Services

People with the right documents can get a Social Insurance Number on the spot through our improved "Social Insurance Number Rapid Access" pilot service, now available in selected Service Canada Centres across the country.

Chapter 3

SERVING CANADIANS THROUGH PARTNERSHIPS

Objective: Work as a collaborative, networked government and build whole-of-government approaches to service that enable information sharing, integrated service delivery and strategic investment for the benefit of Canadians.

Public opinion surveys have sent the same message over and over again: Canadians want governments to work together to give them better access to all the programs and services they need.

To better serve citizens, Service Canada is collaborating with many partners, including other federal departments and agencies, other governments, and agencies at the community level.

The Results So Far

Providing One-Stop Access to More Services

Canadians know us primarily as the place to go for the Employment Insurance (EI), Canada Pension Plan (CPP) and Old Age Security (OAS) benefits we provide on behalf of Human Resources and Social Development Canada (HRSDC). We also deliver Social Insurance Numbers and other services and programs on behalf of HRSDC.

A growing number of other government departments have already turned to Service Canada to help them reach more Canadians, more easily.

For example:

Farmers and their families get assistance to participate in training to improve their farms or pursue employment off the farm through the Canadian Agricultural Skills Service. We deliver this on behalf of Agriculture and Agri-Food Canada to farmers and their families in British Columbia, New Brunswick, Newfoundland and Labrador, Nova Scotia and Yukon.

Employers who want to bring workers into Canada from other countries come to us for the Foreign Worker Program, which we deliver on behalf of HRSDC.

Veterans returning to the workforce in Manitoba are going to Service Canada for information on the Veterans Affairs Canada (VAC) benefits and programs available to them under a pilot project in that province. People who want to reach VAC call centres can also contact the VAC Contact Centre Network directly through easy access buttons on the phones in our centres.

In 2005-2006, more than 900,000 Canadians visited Service Canada Centres for programs and services other than the major ones we offer on behalf of HRSDC.

"In addition to the usual services, we're issuing Social Insurance Numbers, pleasure craft licences, and taking passport applications. We are truly becoming a one-stop shop for Canadians."
Gill, Director,
Service Canada Centre,
Surrey, BC

Canadians who want to reach Canada Revenue Agency (CRA) call centres can use priority phone lines at our Service Canada Centres in Edmundston, New Brunswick; Trois-Rivières, Drummondville, Verdun and Lasalle, Quebec; Brockville and Richmond Hill, Ontario; Brandon, Manitoba; Regina, Saskatchewan; and Kamloops, British Columbia under a pilot project. Our staff are also trained to help Canadians navigate the CRA Web site.

People looking for services and information from Citizenship and Immigration Canada (CIC) can do so through a successful pilot program in our Service Canada Centres in Trois-Rivières and Sherbrooke, Quebec. Further discussions are taking place to establish other ways we can collaborate with CIC.

As well, we have responded to opportunities to provide special services to Canadians. When the Government of Canada decided to help low-income Canadians needing relief from high energy prices, it turned to us. We reached about 1.6 million low-income seniors with their National Energy Cost Benefit payment using the same system for delivering Guaranteed Income Supplement payments.

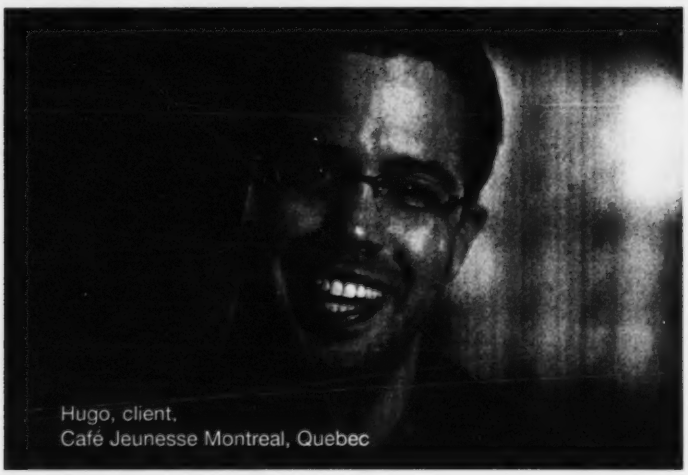
Canadians can see the most current list of our service offerings (programs and services we deliver) at: servicecanada.gc.ca. (Appendix 2)

Service Canada Fact

An Office of Fairness Advisor has been established to give service delivery partner organizations a way to voice their comments, complaints and suggestions on how to improve Service Canada processes for delivering grants and contributions. The Office is a key means of creating dialogue on issues of fairness, integrity and respect for the rules, as well as for recommending solutions in a timely manner.

Partners in Service

Community partners are essential to making our plans for bringing service to more places in Canada a success. The Cypress Hills Regional Development Agency provided a home for Service Canada in its business development centre in Shaunavon, Saskatchewan. This makes it easy for the area's 2,000 residents to get information on federal programs and services.



Hugo, client.
Café Jeunesse Montreal, Quebec

Easier Access to Passport Applications

Canadians can now apply for passports through Service Canada. More than 28,000 Canadians in 35 mostly rural, remote and northern communities from Fort Simpson to Gander, took advantage of this new service during our first year of operation.

If they are submitting a regular passport application, they can bring the form and supporting documents to certain Service Canada Centres for review. If there's a problem, we tell the person immediately so they can fix it. When everything is in order, we send the applications to Passport Canada for processing.

Cooperating to Deliver Services to Canadians

We are in the early stages of collaborating with partners to create one-stop locations that make it easier for people to get government and community services at the same time.

For example, many of our outreach sites are in community and municipal government centres where people already go for other services.

We collaborated with the Government of Ontario and the City of Ottawa to open a centre in Ottawa City Hall that combines the services of all three levels of government.

In partnership with Transport Canada and Service New Brunswick, we now offer Pleasure Craft Licencing through Service Canada Centres across the country.

In order to get various programs and services from different levels of government, Canadians (individuals and businesses) have to prove their identity repeatedly and often in different ways. We want to make this simpler for citizens. We are working with federal, provincial, and municipal partners to develop a framework that would allow a service delivery organization in one jurisdiction to recognize and accept the identity validation done for a client by another jurisdiction.

These efforts are showing us what it takes to make one-stop service work well for citizens and all partners.

Working Closely with Community Partners

Service Canada has many contribution agreements with voluntary sector organizations who provide services at the community level.

Productive relationships with voluntary sector organizations are essential to ensuring our services are delivered in ways that respond to citizen and community needs. Following a review by the Standing Committee on Human Resources and Social Development and the Status of Persons with Disabilities, we established a Joint Working Group with voluntary sector representatives to develop these relationships and adapt new processes.

We have simplified the management of contribution agreements while ensuring accountability for public funds allowing sponsor organizations to focus on results.

We have also established a new Service Canada Voluntary Sector Advisory Committee, and are including representatives of communities, voluntary organizations and businesses on other advisory councils.

"We're listening to Canadians, and we're trying to make a difference. Communities, working with us, will help to make a difference."
Marnie, Project Coordinator, Career and Employment Youth Services, Brandon, MB
Lesley, Executive Director, Surrey District Immigrant Services, Surrey, BC

Chapter 4

DELIVERING RESULTS AND REPORTING TO CANADIANS

Objective: Demonstrate accountable and responsible government by delivering results to Canadians and government, and transparent reporting to Canadians and Parliamentarians.

As the Government of Canada's service delivery network, we are publicly accountable to Canadians for the quality of service they receive, and to report on our results. Part of this involves ensuring Canadians are aware of Service Canada and the range of federal programs and services available to them. Our performance targets allow us to measure Canadians' satisfaction with our service and provide benchmarks for improving our services for Canadians.

The Results So Far

Making Clear Commitments to Canadians through New Service Charter and Service Standards

Our aim at Service Canada is to build a culture of excellence. Our Service Charter (see Appendix 3) outlines what Canadians can expect from us and how they can provide feedback on the quality of service they receive.

Our Service Standards describe how we will meet these commitments in specific, measurable ways, for example, by ensuring the following for Canadians:

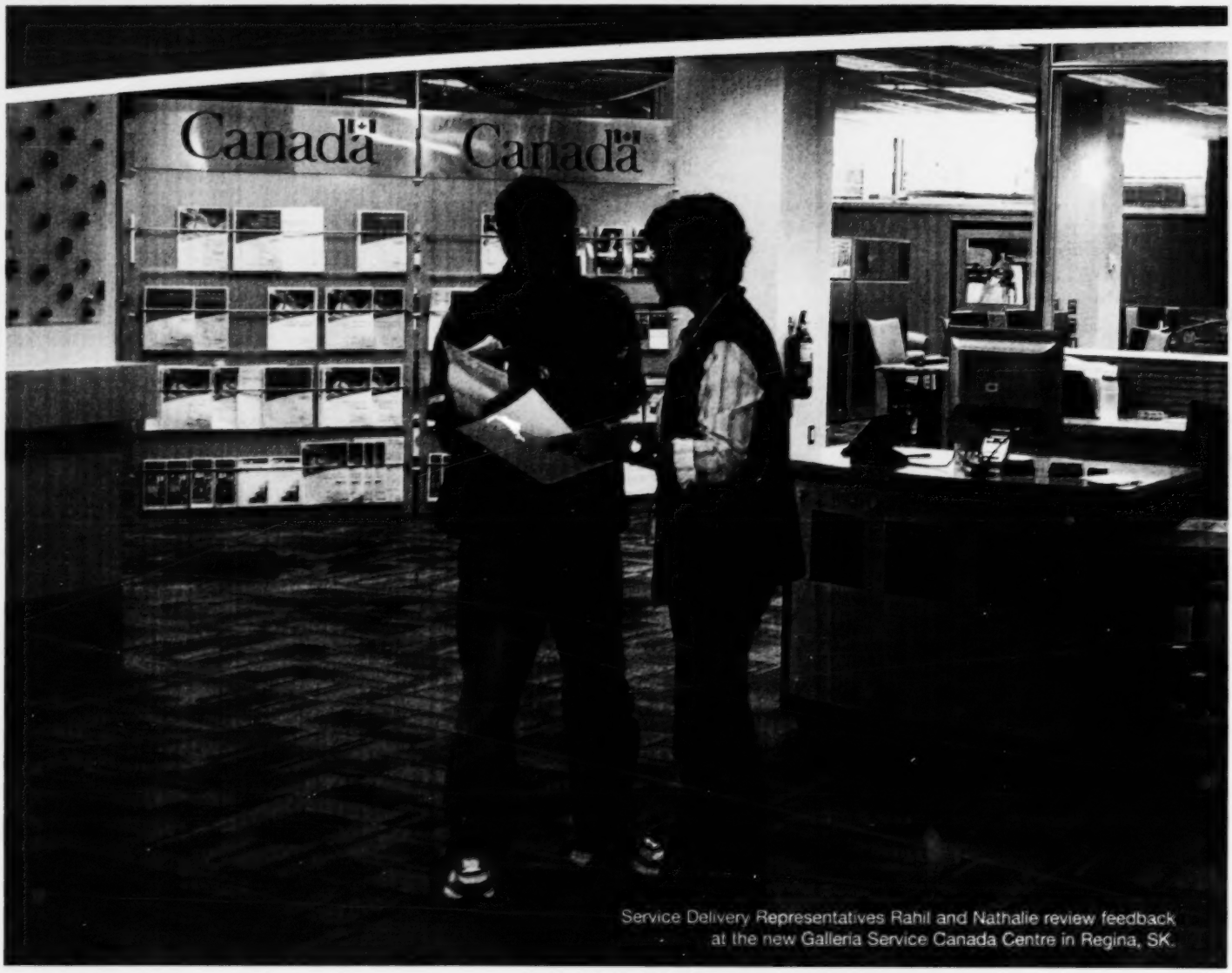
- choice in how they get services;
- wide-ranging access to services;
- service that is tailored to citizens' needs; and
- responsiveness to all suggestions, compliments and complaints Canadians submit.

"We recognized that people need passports now more than ever – and have responded with a more efficient service."

Josie, Service Delivery Representative, Canada Quay Service Canada Centre, Toronto, ON

Our Service Standards

1. **We provide service in the communities where you live.**
   - We provide 90% of Canadians with access to our services within 50 kilometres of where they live.
2. **We provide more convenient and extended hours of service.**
   - The 1 800 O-Canada call centre agents provide service from 8:00 a.m. to 8:00 p.m., Monday to Friday.
   - Service Canada Centres are open for business from 8:30 a.m. to 4:00 p.m., Monday to Friday, and we plan to extend hours of service.
   - Day or night, Canadians can find the information they need on government programs and services at servicecanada.gc.ca
3. **We provide service in the official language of your choice – English or French.**
   - We provide service in English and French by phone, on the web and in person. Where there is a need, we will increase our service at more locations.
4. **Recognizing the diversity of Canada, we are extending our reach to multilingual communities.**
   - We provide information on our programs and services in a number of languages other than English and French.
5. **Our services are accessible to people with disabilities.**
   - We are making our Service Canada Centres more accessible to people with disabilities.
   - Our most-used forms are available on-line in formats accessible to people with disabilities.
   - We offer teletypewriter (TTY) service for persons who want to communicate by telephone and are deaf or hard of hearing at 1 800 926-9105.
6. **Our employees are knowledgeable and helpful, and will make sure you get what you need.**
   - All front-line employees are trained to guide you to the full range of government services and benefits relevant for you.
   - You can share your views with us if we are not meeting our service commitments.
   - We are committed to increasing our client satisfaction rating.
7. **We let you know when you should expect a decision on entitlement to services or benefits, and if you qualify, when your first payment will arrive.**
   - We notify you within seven days of receipt of your application.
   - We pay Employment Insurance claims within 28 days of filing.
   - We pay CPP Retirement pensions within the first month of entitlement
   - We pay Old Age Security applications within the first 30 days of entitlement.
   - We issue Social Insurance Numbers and pleasure craft licences in one visit.
8. **We want your views on how well we are serving you.**
   - We acknowledge any mistakes we make and take required corrective action.
   - We engage and involve citizens as we improve and expand our service offerings.
   - You can share your suggestions, compliments and complaints with the Office for Client Satisfaction.
   - The office confirms receipt of your feedback within 24 hours and replies within seven working days.
9. **We report on our results.**
   - We publish a detailed Service Canada Annual Report.
   - The Office for Client Satisfaction publishes a report on client feedback and satisfaction.



Service Delivery Representatives Rahil and Nathalie review feedback at the new Galleria Service Canada Centre in Regina, SK.

Telling Canadians How We Are Doing through New Performance Scorecard

Like many high-performing service organizations, we have a standard scorecard to track our performance. Service Canada's annual Performance Scorecard tells Canadians how our performance compares to our Service Standards, showing both positive results and areas that need work.

Our first Performance Scorecard (see Appendix 4) features existing performance measures for application processing and telephone services for Employment Insurance (EI), Canada Pension Plan (CPP), Old Age Security (OAS) and passports. We have also added other measures, for example, to gauge access to service for minority official language communities and Canadians with disabilities.

The scorecard shows that the majority of Service Canada's performance targets were met or surpassed. We showed a high level of performance in meeting our targets for benefits processing, which is at the core of our traditional operations.

44

Service Canada Centres are now open after the core business hours of 8:30 a.m. to 4:00 p.m.

We made notable progress in bringing service to more Canadians across the country by increasing our points of service.

We notified 75% of people that we had received their applications within 7 days, only 5% short of our target goal of 80%. Most people who apply for EI on-line receive automatic acknowledgements. For people applying for CPP and OAS, we are developing more automated services and processes that will help close the gap.

In terms of regulating call-centre wait times to ensure Canadians speak to an agent within 180 seconds, call centres addressing questions on OAS and CPP achieved a 93% rating. The low score for EI call centres (58%) told us we need to improve Internet and Interactive Voice Response self-service to provide convenient alternatives, and manage our call centres better to handle the higher volumes of calls received in these centres.

We are also making progress in developing on-line forms in formats that are accessible to people with disabilities.

Our experience to date with the Performance Scorecard has helped us identify areas for improvement in what we measure and how we measure. For example, we learned that performance measures related to benefits processing activities could be made more consistent, and have identified new performance targets to reduce telephone wait times further, and avoid people getting busy signals.

Giving Canadians Ways to Provide Feedback – the Office for Client Satisfaction

Organizations committed to service excellence encourage clients to provide them with feedback, and often have special institutions where people can bring any issues they have about their service experience. For Service Canada, the Office for Client Satisfaction (OCS), plays this role, but also provides extra measures for guiding Service Canada's operations.

The OCS accepts all forms of feedback, including suggestions, compliments and complaints to support our goal of providing service excellence. Each case is treated according to OCS principles of impartiality, thoroughness, promptness and personalized attention.

Investing in Improvements

Over the next three years, our goal is to shift more of our operating budget to activities that serve clients directly.

In early 2006, the OCS conducted its first survey of Service Canada clients, developed to track overall trends in how we are doing. The OCS used the survey results, feedback from Canadians and other information to identify service strengths and challenges, resulting in the following three recommendations for Service Canada's action:

- develop a formal process that allows clients to escalate their concerns regarding their service experience beyond the local level;
- improve the "Services Where You Live" feature on the Service Canada Web site;
- provide further training and support for client-facing service employees across the organization.

Creating Accountability for Understanding Citizens' Needs

At Service Canada we are tracking results against targets. Our leaders and staff at all levels have clear responsibilities and are held accountable for achieving our objectives.

To make sure Service Canada leaders understand the day-to-day issues Canadians using our services face, we are using a successful practice from other organizations. Each of our executives responsible for areas other than direct service to Canadians will commit four days each year to directly serving Canadians and using some of our service offerings to see how they work for themselves.

Re-directing Resources to Citizen-Centred Activities

Being accountable includes making the most of public funds, and for Service Canada that means putting more of our resources into activities that directly benefit the Canadians who use our services.

We are committed to reducing spending on overhead costs and activities of lower priority to Canadians.

Stronger Management and Financial Accountability

Service Canada has appointed a Chief Financial Officer and introduced new financial controls, processes and procedures. The improvements we have made to our framework for measuring our management and financial performance will lead to better decisions, better use of public funds, and demonstrate how we are delivering on the commitment made to Canadians in the proposed federal *Accountability Act*.

Service Canada reports on its plans and priorities and performance through the Human Resources and Social Development Canada (HRSDC) Report on Plans and Priorities and the Departmental Performance Report. Financial expenditures and planned spending are also reported through HRSDC's Main and Supplementary Estimates.

100%

Service Canada Fact

The Office for Client Satisfaction will:

- acknowledge receipt of client feedback within 24 hours, 100% of the time;
- reply to client feedback within seven days, 90% of the time.

Service Canada Fact

In our first year, we established two key baseline surveys.

Our Public Awareness Baseline Study examined the service delivery requirements, expectations and priorities of Canadians, and gave us valuable insight into what Canadians expect in terms of service excellence.

Our Client Satisfaction Survey assessed our clients' level of satisfaction with our services. Results showed that 84% are happy with the overall service they got from Service Canada.

Both surveys are available at servicecanada.gc.ca

Service Canada is your source for information on Government of Canada programs and services.

If you are looking for a social insurance number application, want to apply for pension or employment programs, or just want to find out more about services for seniors, youth and families, visit our Web site, call us or drop in.

For more information and for a complete list of Service Canada Centres, including the one nearest you:

CLICK servicecanada.gc.ca

CALL 1 800 O-Canada / 1 800 622-6232
TTY 1 800 926-9105

VISIT Service Canada Centres

Government of Canada | Gouvernement du Canada

Canada

Chapter 5

SERVICE EXCELLENCE FOR CANADIANS – PEOPLE SERVING PEOPLE

Objective: Build a service excellence culture by supporting our employees with effective training and tools, encouraging innovation, and building leadership and capacity to provide citizen-centred service.

Service excellence thrives in an organization where every employee has the opportunity, skills and tools to put his or her commitment to citizens to work. It thrives in a culture where people are honoured for their ideas and innovations, and grows stronger when leaders share their staff's dedication to delivering better results for their clients.

We asked Canadians what they think makes a great service experience. We looked at how the most respected client service organizations around the world earn the support of their clients, and we listened to the ideas of our own employees.

The Results So Far

Building a Culture of Service Excellence

From the start, we saw how critical it was to listen to employees about making service excellence a reality. The unions representing Service Canada staff have been involved every step of the way. They have identified many ways to make this organization and our activities responsive to the needs of Canadians.

People throughout Service Canada, such as our executives and those involved in our Managers Forum, are helping to shape our organization and operations. This reinforces their accountability for delivering excellent, citizen-centred service and engages them in the challenges involved.

Leaders at all levels are accountable for service targets, and we are formulating leadership development initiatives that focus on the roles that supervisors, managers and other leaders play to ensure Canadians receive the best service possible.

Service Canada employees across the organization helped guide our Service Culture Strategy, which concentrates on ways we can build a culture of service excellence to support our mandate.

We take part in the Public Service Employee Survey, and are developing other initiatives to encourage staff to share their experiences and ideas on building better services for Canadians and better workplaces for themselves.

We have also introduced a staff rewards and recognition program to highlight particularly excellent service provided to Canadians by Service Canada employees. The first awards were presented in September 2006.

17,000

We provided training for more than 17,000 Service Canada staff about our commitment to delivering service excellence, and their part in achieving this.

Training and Equipping Staff to Provide Quality Service

The transformation of service in government starts with our people. Our goal is to train staff and provide them with the resources and tools they need to identify the services and benefits clients need most – no matter what department or program they come from – and make sure they get them.

Building a workforce defined by its professionalism and competencies in service is critical to the success of Service Canada. We are committed to ensuring that we attract and retain employees and make Service Canada the employer of choice for service to Canadians.

Recently, we announced the first comprehensive career development and recognition program for service delivery. This comprehensive program includes a competency-based career development program, and, in collaboration with the Canada School of Public Service, the opening of the Service Canada College, a certification program for service excellence.

To help staff provide consistent information to Canadians, we have also created one new Intranet site to replace the more than 40 different sites Service Canada employees previously used across the country.

Canada Quay Service Canada
Toronto, ON

Conclusion

LOOKING AHEAD

"Service Canada is working with a growing number of federal departments, provinces and territories to move the one-stop approach forward. This makes sense from the point of view of the citizen and provides better value to Canadian taxpayers." *Human Resources and Social Development Canada Minister – June 2006*

In our first year of operation, Service Canada has concentrated efforts on creating a one-stop service experience for Canadians. We have made it easier for citizens to get the programs and services they need and want, and have helped improve accountability and transparency in government. That doesn't mean our work is done. In fact, we have only just begun. Service Canada is committed to continually improving service and bringing about a complete transformation of government service delivery.

Our goal is clear – better outcomes for Canadians through service excellence, thanks to secure, knowledgeable, one-stop, personalized service. The end result will be a new service experience for Canadians, one that functions as a model of efficiency, effectiveness and customer satisfaction.

We look forward to reporting on our achievements again in next year's Service Canada Annual Report.

SERVICE CANADA PRIORITIES FOR THE YEAR AHEAD

Transforming Service to Canadians

- Expand our regional and community presence
- Design service strategies to meet Canadians' needs
- Build our capacity as the Government of Canada's service network
- Build partnership strategies
- Improve our capacity to develop new services for Canadians
- Integrate call centres

Integrating Client Information

- Transform vital events information management in collaboration with provinces
- Automate processing to improve timely service delivery and reduce costs
- Establish a 'one-client' view for information gathering

Strengthening Accountability and Transparency

- Report on our commitments to Canadians and Parliament
- Establish enterprise-wide integrity
- Meet our savings commitments
- Strengthening management and financial accountability

Creating a Culture of Service Excellence

- Build towards, achieve, and reward service excellence

Appendix 1

SERVICE CANADA
2005-2006 Expenditure Profile*
(millions of dollars)

	PLAN	AUTHORITIES	ACTUALS
Budgetary			
Operating Costs	480.7	522.3	503.8
Delivery Cost related to:			
° Employment Insurance Account	1,078.7	1,181.4	1,168.9
° Canada Pension Plan	201.8	214.6	190.9
Sub-total	1,280.5	1,396.0	1,359.8
Gross Operating Costs	1,761.2	1,918.3	1,863.6
Delivered on behalf of HRSDC and SDC			
Voted Grants and Contributions	635.3	679.9	621.3
Statutory Transfer Payments			
Grants and Contributions:			
• Other Statutory Payments:			
° Old Age Security	22,209.0	22,043.7	22,043.7
° Guaranteed Income Supplement	6,315.0	6,476.5	6,476.5
° Allowance Payments	451.0	472.1	472.1
° Energy Cost Benefits	-	210.5	210.5
Sub-total Other Statutory Payments	28,975.0	29,202.8	29,202.8
Canada Pension Plan benefits	24,852.1	24,976.8	24,976.8
Employment Insurance benefits			
• Part I	13,595.4	12,402.0	12,402.0
• Part II	2,050.1	1,964.7	1,964.7
Sub-total Employement Insurance benefits	15,645.5	14,366.7	14,366.7
Total Statutory Transfer Payments	69,472.6	68,546.3	68,546.3
Total Delivered on behalf of HRSDC and SDC	**70,107.9** °	**69,226.2** °	**69,167.6**
Consolidated Total	71,869.1	71,144.5	71,031.2

° This amount directly benefits Canadians or organizations and delivery on behalf of HRSDC.

*This profile for Service Canada is an extract of the Departmental Report for HRSDC and SDC for fiscal year 2005-2006.

Appendix 2

SERVICE OFFERINGS

You can find the most current information on the service offerings Service Canada provides on our Web site at:

http://www1.servicecanada.gc.ca/en/gateways/where_you_live/menu.shtml

All Canadians

- Information Pilots – Canadian Revenue Agency (as of April 06)
- Integrated Death Notification Pilot (Ontario) (as of September 06)
- My Service Canada Account (as of November 06)
- Passport Receiving Agents
- Pleasure Craft Licencing
- Social Insurance Number Rapid Access

Seniors

- CPP – Child Rearing Drop-out Provision
- CPP Death
- CPP Retirement
- CPP Survivors
- OAS Allowance
- OAS Basic
- OAS Foreign Benefits
- OAS Guaranteed Income Supplement
- OAS Survivors

People with Disabilities

- Canada Access Grant for Students with Permanent Disabilities
- Canada Student Loans Program Permanent Disability Benefits
- Canada Study Grant for Accommodation for students with permanent disabilities
- Labour Market Agreement for People with Disabilities
- Opportunities Fund – Individuals
- Opportunities Fund – Employers/Organizations

Families

- CPP Children's Benefits (orphan, disabled contributor's child benefits)
- EI Compassionate
- EI Maternity
- EI Parental
- Newborn Registration Service Pilot (Ontario as of April 06. Other provinces to be determined)
- Universal Child Care Benefit – promotion of program (as of July 06)

Workers and Employers

- Canadian Agricultural Skills Service (CASS)
- Career Navigator
- Chinese Head Tax (as of September 06)
- Information Pilots – Citizenship and Immigration Canada

- Job Alert
- Job Creation Partnerships
- Job Futures
- Job Posting and Matching
- Job Search and Job Match
- Employment Assistance Services
- EI Employers
- EI Fishing
- EI Regular
- EI Sickness
- Foreign Workers – Streamlining Measures: (1) On-line applications (2) Skill Shortage Lists (3) Service Canada co-location with Citizenship and Immigration Canada Foreign Worker units (e.g. Montreal, Vancouver) (as of September 06)
- Human Resource Management Information
- Labour Market Partnerships
- Report on Hiring
- Resume Builder
- ROE Web
- Self Employment Benefits
- Skills Development
- Targeted Assistance for EI Claimants
- Targeted Wage Subsidy
- Work Sharing

Youth

- Career Focus
- CPP Disabled Contributor's Child Benefits (18 to 25 yrs of age)
- CPP Orphans Benefits (18 to 25 yrs of age)
- Federal Public Sector Youth Internship Program
- Job search assistance
- Promotion of Canada Education Savings Grant (as of September 06)
- Labour exchange
- Skills Link
- Summer Career Placements
- Youth Awareness

Official Language Minority Communities

- Enabling Fund for Official Languages Minority Communities

Appendix 3

SERVICE CANADA SERVICE CHARTER

You can see the full text of the Service Charter on our Web site at:

http://servicecanada.gc.ca/en/about/charter2.html#aae

Among its key elements are:

Our Commitment to You

We help you by making it easy to access government services. We provide you with:

- Choice in how to contact us;
- Information that is easy to understand; and
- Service in the official language of your choice.

We offer you personalized service. We will:

- Explain the things you need to know and make clear what you need to do;
- Be helpful and respectful of your needs;
- Give you the service you need or guide you to others who can help you;
- Let you know when to expect a decision and, if you qualify for a financial benefit, when you will receive your first payment; and
- Acknowledge any mistakes we make and take corrective measures.

Our Promise to You

You have the right to:

- Fair and unbiased service;
- A clear explanation of our decisions;
- The review of any decision; and
- Security of private information.

Appendix 4

2005-2006 SERVICE CANADA PERFORMANCE SCORECARD

Service Standards and Related Performance Measures	Rating	2005-2006 Year End Result	2005-2006 Year End Target	2006-2007 Target
1. We provide service in the communities where you live.				
90% of Canadians with access within 50 kms of where they live	↑	93%	85%	90%
Number of points of service	↗	416	420	516
2. We provide more convenient and extended hours of service.				
Telephone Response:				
% of calls answered by an agent within 180 seconds	↓	80%	95%	95%
% of Automated Telephone Information Service Usage	↑	75%	65%	65%
% of calls blocked (EI High Volume Message)	–	42%	None	None
Number of Service Canada Centres (SCC) with extended hours of service	↑	44	40	60 (Dec.06)
24/7 Availability of Internet – information and transaction (CPP & EI)	↑	98%	98%	98%
3. We provide service in the official language of your choice – English or French.				
Number of Official Language complaints - Service to the public	—	11	—	—
Number of Official Language Minority Community Groups points of service	↑	14	14	17
4. Recognizing the diversity of Canada, we are extending our reach to multilingual communities.				
Number of languages offered other than English or French				
SCCs and Scheduled Outreach Sites	↑	4	4	11
5. Our services are accessible to people with disabilities.				
Number of forms available online in formats accessible for people with disabilities	↓	0	5	10
6. Our employees are knowledgeable and helpful, and will make sure you get what you need.				
Client Satisfaction (survey results)	–	84%	–	–
7. We let you know when you should expect a decision on entitlement to services or benefits, and if you qualify, when your first payment will arrive.				
Expedient Delivery:				
% of notification sent within seven days of receipt of applications	↓	75%	80%	80%
% of passports issued within 28 days	↗	90%	95%	95%
% of EI payments issued within 28 days from date of filing	↑	81%	80%	80%
% of OAS first payment issued within 30 days of entitlement	↑	94%	90%	90%
% of CPP Retirement pensions paid within the first month of entitlement	↑	85%	90%	85%

Service Standards and Related Performance Measures	Rating	2005-2006 Year End Result	2005-2006 Year End Target	2006-2007 Target
8. We want your views on how well we are serving you.				
Office for Client Satisfaction Total Feedback:	–	508	–	–
Transfers out	–	156	–	–
Suggestions	–	52	–	–
Compliments	–	70	–	–
Complaints	–	230	–	–
9. We report on our results.				
Service Canada Annual Report produced		Fall 2006		
Office for Client Satisfaction Annual Report produced		Spring 2007		

Service Standards and Related Performance Measures	2005-2006 Year End Results
10. Volumes	
Applications Handled	
CPP	567,891
EI	2,787,302
OAS (not including GIS automatic renewals)	783,160
Passport	29,369
Pleasure craft	0
SIN	1,470,420
Channel Usage	
Web	5,430,558
Phone – Agent	11,886,484
Phone – IVR	38,630,412
Mail	1,628,000
Clients Visiting Service Canada Offices	
Assisted	630,495 (New service offerings only)
Self-served	281,921 (New service offerings only)

Legend:

↑	Results attained or surpassed the objective
↓	Results are below (> 5%) the objective
↗	Results are below (= or < 5%) the objective
–	No targets

Appendix 5

TELL US WHAT YOU THINK

Your opinions and comments on Service Canada's Annual Report are very important to us. We appreciate you taking the time to e-mail your feedback to us at: annualreport@servicecanada.gc.ca OR fill out our feedback form below and send it to:

Service Canada
Policy, Partnerships and Corporate Affairs
140 Promenade du Portage
Phase IV, Room 1D119
Gatineau, Quebec K1A 0J9

* If you would like a reply, please provide your contact information.
* We will keep your information private, collecting, managing, using and disclosing it in line with the requirements of the *Privacy Act*.

TELL US WHAT YOU THINK

Service Canada Annual Report Feedback Form

***FULL NAME** _____

***ADDRESS** _____

***CITY** _____ **PROVINCE** _____ **POSTAL CODE** _____

***PHONE NUMBER** _____

***E-MAIL** _____

FEEDBACK (USE THE BACK IF NECESSARY) _____

COMMENTS